

*Se Lien*

15 August 1977

MEMORANDUM FOR:

Director of Performance Evaluation  
and Improvement Division

STATINTL

FROM

:  
Production Assessment and Improvement  
Division

SUBJECT

: Supergrade Survey Results

1. So far, I can see a few steps that the DCI might want to take with regard to Community supergrades and their control. They are:

-- As the final stage of the reorganization of the Community, Congress will be providing statutory charters for many, if not all, of the intelligence agencies. The DCI and the IC Staff should collaborate with the Senate SCI and House SCI (and staffs) to assure that statutory limitations on supergrade positions are more equitable and meet Community needs and that a more uniform system of criteria and procedures is introduced.

-- The DCI, with the support of the IC Staff, should create and manage a pool (DCI quota) of supergrade positions to be allocated to Community agencies as necessary to strengthen high priority substantive and managerial deficiencies and to assure efficient and effective operation of the Community as a whole. For this approach to have the desired impact, the number of supergrade positions in the DCI pool should be on the order of [REDACTED] positions, only a small part of which would be new allocations. The precedent and operation example for the DCI pool is the [REDACTED] non-CSC quota positions managed by OSD.

-- The DCI should obtain from the Civil Service Commission and OMB the right to review and approve all Community requests for supergrade position authorizations and all Community supergrade personnel actions. The DCI, with the support of the IC Staff, would conduct rigorous external review/control to assure that the Community's needs are met.

-- Consonant with the Federal Government's moves toward the establishment of a Federal Executive Service, characterized by greater interagency mobility and a system of performance-based incentives, the Intelligence Community (under the direction of the DCI) should develop and adopt its own Executive Service to develop a Community management cadre with enhanced interagency mobility, executive interchangeability, more uniform career development and training programs, a system of performance bonuses, and flexibility to meet Community-wide needs and requirements.

2. In addition, there is a need to give some thought to the following:

- the grade structure appropriate to the new four VP configuration;
- need to reapportion CIA supergrades among deputy directorates;
- future of IC Staff, its needs, permanent staff, and overrepresentation of CIA in supergrade positions;
- DIA's already bad and worsening position in re supergrades;
- how to treat agencies such as State/INR and FBI in any proposals that we might make;
- how to treat agencies' desire to protect "line authority" prerogatives;
- whether the DCI should have a central staff function for Community staffing, career development, training, etc; and do we want such a role?

3. I need to discuss these problems with you very soon in order to know how to proceed. Also, since all these proposals are embryonic, there will be a need to flesh them out, relying on whatever expertise STATINTL can be assembled from within the Staff.

4. Please advise.

